TRAINING PROGRAM OF INSTRUCTION (TPI)

FOR

BROADCAST MANAGEMENT COURSE

DINFOS-BMC



Approved by:

_____/s/_ Michael L. German Lt Col, USAF

Commandant

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Broadcast Management Course

TRAINING PROGRAM OF INSTRUCTION

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TRAINING PROGRAM OF INSTRUCTION

PREFACE

COURSE CONTROL NUMBER: DINFOS-BMC

TITLE: Broadcast Management Course

TRAINING LOCATION: Defense Information School (DINFOS), Fort George G. Meade, MD

SPECIALTY AWARDED: None

PURPOSE: Mandates the training requirements developed from the Training Task Inventory resulting from the Training Task Selection Board conducted 30 January 2004. A learning analysis was completed to develop training conditions and standards, provide a planned course structure, and project instructional contact hours to accomplish the identified tasks. This training program of instruction is the result of three trial programs in an effort to provide the best course of instruction.

COURSE DESCRIPTION: The student exercises knowledge and skills necessary to perform duties as a broadcast manager. Emphasis is placed on broadcast operations to effectively serve command and community needs. Organizational, supervisory, and evaluation skills are developed to prepare the new manager to succeed in static or deployable station operational environments for delivery of programs and products primarily within the American Forces Radio and Television Service network.

PREREQUISITES: Enlisted – E5 and higher, graduate of BBC or 1 year AFRTS experience.

USAF: Professional Military Education PME and AFSC 3N052.

USA: Basic Noncommissioned Officer Course BNCOC and MOS 46R20.

USN: Navy Leadership Development Training and one year AFRTS or SITE experience. The Navy reserves waiver authority

USMC: Noncommissioned Officer Academy (NCO); must have a minimum EDT of 75 and MOS 4341.

Assignment or enroute to AFRTS or reserve component Broadcast Public Affairs Detachment is mandatory (non waiverable).

Officers: Graduate of DINFOS-PAOC or DINFOS-PAOC-RC (if reservist).

Civilians: Graduate of DINFOS-PAOC or DINFOS-BBC or 1 year AFRTS experience. The DINFOS Commandant may approve a waiver based on a request from the Navy to consider Department of the Navy civilians on a case-by-case basis

SECURITY CLEARANCE: None

CLASS SIZE:

MAXIMUM 12 students

MINIMUM 6 students

ANNUAL COURSE 36 students

CAPACITY

COURSE LENGTH: 13 days

ACADEMIC HOURS: 96 Hrs

ADMINISTRATIVE HOURS: 8 Hrs

TOTAL COURSE HOURS: 104 Hrs

ICH: 498 Hrs

TRAINING START DATE: 13 September 2004

ENVIRONMENTAL IMPACT: None. DoD policy was followed to assess the environmental impact.

MANPOWER: The Interservice Training Review Organization (ITRO) formula was used to determine the number of instructors required.

EQUIPMENT AND FACILITIES: The Course Design Resource Estimate (CDRE) contains this information.

TRAINING DEVELOPMENT PROPONENT: DEFENSE INFORMATION SCHOOL, Course Development Department, (CDD): (301) 677-3258

TPFN: DINFOS-BMC 001-001-

TITLE: Effective Information Management

TPFN TYPE AND HOURS: 2 EW/4 PE

TPFN TOTAL HOURS: 6

PREREQUISITE TPFN: None

TASK(S):

001 Complete English Diagnostic Test (EDT)002 Demonstrate executive writing style

SUMMARY OF INSTRUCTION: The student will take the EDT to provide the student and instructor an inventory of the student's strengths and weaknesses in language usage. With this evaluation and follow-on executive writing exercises, the student is immersed in a review of effective writing principles. With the broad scope of writing requirements in this course, the student is introduced to DINFOS telecommunications and LAN services. The student critiques examples of various writing styles with an emphasis on active versus passive voice, word choice accuracy, and clarity. Additionally, the student will create, spellcheck, save, and print documents using Microsoft Word, as specified in the DINFOS Executive Writing Handbook and Microsoft manual and help directory to a standard of 70 percent. Student knowledge gained from this unit will be further reinforced and assessed throughout the course.

REFERENCES: 1. DINFOS Broadcast Writing Style Guide

- 2. Microsoft manual and help directory
- 3. "Writing That Works", Roman, Kenneth and Raphaelson, Joel
- 4. "Broadcast Voice Handbook," Utterback, Ann
- 5. "Managing Other People's Writing," USDA Graduate Course
- 6. "Storytelling Strategies," Deborah Potter RTNDA 2000

INSTRUCTOR/STUDENT RATIO: 1:12

TPFN: DINFOS-BMC 001-002-

TITLE: Broadcast Policies and Procedures

TPFN TYPE AND HOURS: 7 L/1PE

TPFN TOTAL HOURS: 8

PREREQUISITE TPFN: None

TASK(S):

001 Review American Forces Radio and Television Service (AFRTS)

organization/governing regulations

002 Discuss broadcast/PAO/local command relationship

003 Discuss affiliate management operations

004 Develop Standard Operating Procedures (broadcast topic)

SUMMARY OF INSTRUCTION: The student will review DoD policy and guidance applying to AFRTS stations and the relationships among AFIS, AFRTS, and the broadcast services. The student will also explore the relationships between the AFRTS station and the PAO/local command, identifying potential requirements, conflicts, initiatives, and the key elements to good planning. In a class discussion, student will address management strategies for serving as intermediary between installation leadership and network management to include managing with reduced staff, limited local origination opportunities, and working with civilian employees. Student will also discuss the importance of Standard Operating Procedures and Continuity Books as important management tools. In a graded practical group exercise, the student will draft a two-page SOP applying principles learned in class to a grading standard of 70% in accordance with an assignment/criteria sheet. Student knowledge will be further reinforced and assessed by answering related questions correctly on a functional area exam in Unit 005.

REFERENCES: 1. DoD Regulation 5122.10

2. DoD Directive 5120.20

3. DoD Regulation 5120.20-R

4. Dept. of the Army FM101.5

5. Naval Media Center Instruction 3120.1C

6. Air Force News Instruction 35-101

INSTRUCTOR/STUDENT RATIO: 1:12

TPFN: DINFOS-BMC 001-003-

TITLE: Community Issues and Concerns

TPFN TYPE AND HOURS: 6 L/1 PE

TPFN TOTAL HOURS: 7

PREREQUISITE TPFN: None

TASK(S):

Discuss sensitivities in broadcasting
Discuss gratuities/conflicts of interest
Analyze survey and audience dynamics
Respond to audience member complaints

SUMMARY OF INSTRUCTION: In guided discussions, the student will learn to identify broadcast sensitivities, review methods to discover sensitivities, discuss programming practices including the impact of political, religious, and sexual connotations, and formulate strategies for answering complaints. Student will define the terms "gratuity" and "conflict of interest," identify DoD and service regulations that apply, and discuss likely scenarios involving AFRTS personnel to determine acceptable courses of action. Management practices regarding value and methodology of formal and informal surveys and audience analysis techniques are examined. In a graded practical exercise, student will evaluate audience survey data, and in a second graded PE the student will draft a written response to a complaint. For each PE, an assignment/criteria sheet is provided, and the student must achieve at least a 80 percent standard. This knowledge is further assessed and reinforced as a portion of the functional area exam in Unit 005.

REFERENCES: 1. DoD Regulation 5120.20R

2. DoD Directive 5500.7

3. Army Regulation 600-5

4. Air Force Regulation 30-30

5. OPNAVINST 5720.44

6. Civilian Personnel Reg 700

INSTRUCTOR/STUDENT RATIO: 1:12

TPFN: DINFOS-BMC 001-004-

TITLE: Command Issues and Concerns

TPFN TYPE AND HOURS: 2 L/2 PE

TPFN TOTAL HOURS: 4

PREREQUISITE TPFN: None

TASK(S):

Understand management of support agreementsBrief New Installation Commander (preparation)

SUMMARY OF INSTRUCTION: In lecture and discussion, the student identifies two types of support agreements and memorandums of agreement in relation to the broadcast manager's responsibilities, obligations, and rights regarding each type of support agreement. The assignment and parameters for a thorough but concise mission support briefing to be presented to a new Installation Commander will be reviewed, and contribute to the performance briefing requirements in TPFN 002-005. Student knowledge is also assessed and reinforced as a portion of the functional area exam in Unit 005.

REFERENCES: 1. DoD Regulation 5120.20R

2. DoD Directive 4000.19

3. DINFOS Executive Writing Style Guide

INSTRUCTOR/STUDENT RATIO: 1:12

TPFN: DINFOS-BMC-001-005

TITLE: Student Measurement

TPFN TYPE AND HOURS: 1 EP

TPFN TOTAL HOURS: 1

PREREQUISITE TPFN: All previous TPFNs

TASK(S):

001 Functional Area exam and critique

SUMMARY OF INSTRUCTION: Student will take a written examination on material covered in Functional Area 1. Exam results are critiqued with the instructor to reinforce comprehension of all topics covered. The student must correctly answer at least 20 out of 25 questions in order to proceed in the course.

REFERENCES: 1. DINFOS Executive Writing Handbook

- 2. DoD Regulation 5120.20R
- 3. DoD Directive 5120.20
- 4. DoD Directive 4000.19
- 5. DoD Directive 5500.7
- 6. Army Regulation 600-50
- 7. Air Force Regulation 30-30
- 8. Naval Media Center Instruction 3120.1C
- 9. OPNAV Instruction 5720.44A
- 10. Civilian Personnel Reg 700
- 11. Army Regulation 360-70
- 12. AFINCR 190-30
- 13. DoD Regulation 5122.10
- 14. Dept of the Army FM 101.5
- 15. Air Force News Instruction 35-101

INSTRUCTOR/STUDENT RATIO: 2:12

TPFN: DINFOS-BMC 002-001-

TITLE: Overview of Broadcast Operations

TPFN TYPE AND HOURS: 7 L/2 PE

TPFN TOTAL HOURS: 9

PREREQUISITE TPFN: None

TASK(S):

001 Receive voice dynamics seminar

OO2 Apply established product standard and critique local products

003 Discuss Radio/TV station operations

004 Discuss marketing the local affiliate

SUMMARY OF INSTRUCTION: The student will review the fundamentals of voice dynamics training, including principles of voice training and DINFOS training standards. In a practical non-graded exercise, the student will evaluate various broadcast products to be critiqued and discussed in class. Students will analyze station organization in terms of responsibility and function of each position, and apply documentation tools toward assessing, controlling, and evaluating station operations. Student knowledge is assessed and reinforced as a portion of a functional area exam in Unit 007.

REFERENCES: 1. Army Regulation 360-7

2. AFINCR 190-30

3. Naval Media Center Instruction 3120.1C

4. "Selling the Invisible" by Harry Beckwith

INSTRUCTOR/STUDENT RATIO: 1:12

TPFN: DINFOS-BMC 002-002-

TITLE: Broadcast Programming

TPFN TYPE AND HOURS: 9 L

TPFN TOTAL HOURS: 9

PREREQUISITE TPFN: None

TASK(S):

001 Receive AFRTS trends briefing (Alexandria)

002 Discuss AFRTS products and services

SUMMARY OF INSTRUCTION: The student reviews the impact of new communication technology on AFRTS outlets and the full range of SATNET TV program services now available overseas. Student knowledge is assessed and reinforced as a portion of a functional area exam in Unit 007.

REFERENCES: 1. AFRTS Worldwide Workshop Fact Sheets, 1998

2. DoD Regulation 5120.20R

3. DoD Directive 5120.20

INSTRUCTOR/STUDENT RATIO: 1:12

TPFN: DINFOS-BMC 002-003-

TITLE: Analyze Radio Operations

TPFN TYPE AND HOURS: 2 L/4 PE

TPFN TOTAL HOURS: 6

PREREQUISITE TPFN: None

TASK(S):

001 Discuss mechanics of producing local radio programming

Analyze and apply radio formats 002

Manage command information 003

SUMMARY OF INSTRUCTION: The student analyzes the elements involved in planning locally originated radio programming, and identify successful strategies. In a guided discussion, the student will review spot management systems and outline differences between radio and TV operational requirements. Additionally, the student will review current music show formats, and discuss rationale behind local versus canned programs. Student knowledge is also assessed and reinforced as a portion of a functional area exam in Unit 007.

REFERENCES: 1. Electronic Media Programming, Strategies and Decision Making,

Carrol & Davis, Chapters 7-10

2. DoD Directive 5120.20

3. DoD Regulation 5120.20R

INSTRUCTOR/STUDENT RATIO: 1:12

TPFN: DINFOS-BMC 002-004-

TITLE: Analyze News Coverage

TPFN TYPE AND HOURS: 3 L/3 PE

TPFN TOTAL HOURS: 6

PREREQUISITE TPFN: None

TASK(S):

001 Discuss news policies and judgment

002 Identify elements of news packaging and distribution

003 Program a local TV newscast

SUMMARY OF INSTRUCTION: The student will compare news judgment factors; assess the difference between news judgment and censorship; recognize news judgment as a daily process used to decide what programs should air based on local command/network/station priorities. Additionally, the student must identify the appropriate working relationships between AFRTS stations and the public affairs community; and apply those DoD and AFRTS policies and directives. The student will also consider techniques available to report local news; determine opportunities for application; review newscast format planning; identify news program requirements; use a news list to identify appropriate news stories; rank the newsworthiness of stories; and determine appropriate presentation techniques for stories. The student will perform a graded practical exercise to manage local news coverage, prioritizing a list of nine events and plan a newscast. Student performance will be rated and critiqued in accordance with a standard checklist. Student knowledge is further assessed and reinforced as a portion of a functional area exam in Unit 007.

REFERENCES: 1. DoD Regulation 5120.20R

2. DoD Directive 5120.20

INSTRUCTOR/STUDENT RATIO: 1:12

TPFN: DINFOS-BMC 002-005-

TITLE: Supporting Command and Community

TPFN TYPE AND HOURS: 2 L/8PE

TPFN TOTAL HOURS: 10

PREREQUISITE TPFN: None

TASK(S):

Oll Plan a command information campaign

002 Brief new Installation Commander (delivery)

SUMMARY OF INSTRUCTION: Another factor in preparing for the new installation commander's briefing involves the identification and planning of a command information campaign. Coupled with the previous assignment and preparation, the student and presents the new installation commander's briefing. This graded practical exercise includes all aspects of AFRTS services, local radio and TV services, and local support agreements. The student must successfully complete at least 80 percent of the performance criteria checklist standards for each section of this exercise.

REFERENCES: 1. DINFOS Operations Manual

2. DoD Regulation 5120.20R

3. DoD Directive 5120.20

INSTRUCTOR/STUDENT RATIO: 1:12 (L)(IR)/ 2:12 (PE)

TPFN: DINFOS-BMC 002-006-

TITLE: Broadcast Operations Special Issues

TPFN TYPE AND HOURS: 5 L/6 PE

TPFN TOTAL HOURS: 11

PREREQUISITE TPFN: None

TASK(S):

Discuss equipment operator/maintainer relationsIdentify uses of broadcast automation systems

003 Analyze critical situations

Discuss working with and supervising civilians

SUMMARY OF INSTRUCTION: The student will identify and discuss the relationships between broadcast equipment operators and maintainers, including management requirements and potential conflicts. The recent impact of automation to include non-linear (digital) editing on the local broadcast station in terms of both video and audio production is further discussed. The student also participates in nine Situation Report (SITREP) exercises to analyze common critical situations experienced at broadcast stations. Emphasis in these areas is further detailed with specific inclusion of discussing the issues and parameters of supervising civilians in the broadcast station environment.

REFERENCES: 1. DINFOS Operations Manual

2. DoD Regulation 5120.20R

3. DoD Directive 5120.20

INSTRUCTOR/STUDENT RATIO: 1:12 (L) (PE)/2:12 (F)

TPFN: DINFOS-BMC 002-007-

TITLE: Student Measurement

TPFN TYPE AND HOURS: 2 EP/ 1 EW

TPFN TOTAL HOURS: 3

PREREQUISITE TPFN: All previous TPFNs

TASK(S):

001 Perform "Detachment Chief" in-box exercise

002 Functional area exam and critique

SUMMARY OF INSTRUCTION: During the in-box scenario, the student will also perform a graded practical exercise addressing a pile of "real life situations" that may occur at a broadcast station. Students participate in a thorough critique of all the scenarios to share the various approaches and options for solving these types of problems. Each student takes a final written examination on all material covered in Functional Area 2. Student must correctly answer at least 20 of 25 questions, and participates in a full critique of the exam to ensure appropriate comprehension of all topics covered.

REFERENCES: 1. Electronic Media Programming, Strategies and Decision Making, Carrol & Davis, Chapters 7-10

- 2. DINFOS Operations Manual
- 3. DoD Regulation 5120.20R
- 4. DoD Directive 5120.20
- 5. AFRTS/SATNET Fact Guide
- 6. AFRTS-BC-DOPR Info paper 31 March 1993
- 7. USAF ECI Course CDC 79151, Vol.1, Ch. 1
- 8. Army Regulation 360-7
- 9. AFINCR 190-30
- 10. Naval Media Center Instruction 3120.1C

INSTRUCTOR/STUDENT RATIO: 2:12

TPFN: DINFOS-BMC 002-008-

TITLE: Contingency Operations Overview

TPFN TYPE AND HOURS: 1 L

TPFN TOTAL HOURS: 1

PREREQUISITE TPFN: All previous TPFNs

TASK(S):

001 Review contingency options

SUMMARY OF INSTRUCTION:. The student reviews the various AFRTS and service contingencies. Planning and management tools and responsibilities are addressed with focus on preparation and training of personnel.

REFERENCES: 1. DoD Regulation 5120.20R

2. DoD Directive 5120.20

3. Naval Media Center Instruction 3120.1C

INSTRUCTOR/STUDENT RATIO: 1:12 (L)

TPFN: DINFOS-BMC 002-009-

TITLE: Perform Contingency Operations Exercise (collective) including:

TPFN TYPE AND HOURS: 6 PE

TPFN TOTAL HOURS: 6

PREREQUISITE TPFN: None

TASK(S):

001 Equipment familiarization

002 Health/welfare considerations

OO3 Security considerations

004 Communications

005 Logistics

006 Programming

SUMMARY OF INSTRUCTION: Student will participate in an orientation and briefing of broadcast contingency van, reviewing equipment and location of materials. Student will observe and practice AFRTS dish set-up and discuss its use. Each reviews terminology used in contingency operations planning, deployment, command structure, flexible joint options, timelines for predeployment and deployment. A review of Operation Joint Endeavor (AFN in Bosnia), Operation Iraqi Freedom, and Operation Enduring Freedom are discussed. The student will review training, readiness, family member issues and psychological/behavioral concerns. Emphasis is placed on early problem identification and intervention. The students consider and discuss vulnerabilities of facilities as potential targets, and the need to protect personnel and systems. They discuss development of resource protection plans and backup physical security plans. The students also review logistical concerns of broadcast equipment, facilities and power generation, follow-on support and transportation (ground, air, and sea). They also identify responsibilities as a primary information source, especially to disseminate information on noncombatant evacuation operations and command PA as releasing authority for emergency information. A thorough After-Action-Review completes this exercise.

REFERENCES: 1. DoD Regulation 5120.20R

2. DoD Directive 5120.20

3. Naval Media Center Instruction 3120.1C

4. Army Regulation 600-8-101

INSTRUCTOR/STUDENT RATIO: 1:12

TPFN: DINFOS-BMC 003-001-

TITLE: US Air Force

TPFN TYPE AND HOURS: 4 L/4 P

TPFN TOTAL HOURS: 8

PREREQUISITE TPFN: None

TASK(S):

001 Write performance evaluations

002 Write award/decoration nominations

003 Review current AF broadcasting trends

004 Discuss AF budget procedures

SUMMARY OF INSTRUCTION: Senior Enlisted Advisors review procedures and regulations for writing performance evaluations as required by the assigned service. The student is acquainted with activities and current issues facing their specific broadcast service relating to budgets, supply, and equipment management. With a service representative, the student reviews and discusses procedures and regulations for writing military/civilian decorations and awards, and considers current issues relating to the specific broadcast service. In a graded practical exercise, the student writes an award/decoration nomination using information from the class lecture and an assignment sheet, graded to a minimum performance criteria standard of 80 percent.

REFERENCES: 1. Air Force Instruction 36-2403

INSTRUCTOR/STUDENT RATIO: 1:12 (L)/2:12 (P)

TPFN: DINFOS-BMC 003-002-

TITLE: US Army

TPFN TYPE AND HOURS: 4 L/4 PE

TPFN TOTAL HOURS: 8

PREREQUISITE TPFN: None

TASK(S):

001 Write performance evaluations

002 Write award/decoration nominations

003 Review current Army broadcasting trends

004 Discuss Army budget procedures

SUMMARY OF INSTRUCTION: Senior Enlisted Advisors review procedures and regulations for writing performance evaluations as required by the assigned service. The student is acquainted with activities and current issues facing their specific broadcast service relating to budgets, supply, and equipment management. With a service representative, the student reviews and discusses procedures and regulations for writing military/civilian decorations and awards, and considers current issues relating to the specific broadcast service. In a graded practical exercise, the student writes an award/decoration nomination using information from the class lecture and an assignment sheet, graded to a minimum performance criteria standard of 80 percent.

REFERENCES: 1. Bureau of Personnel Instruction 1610.10

INSTRUCTOR/STUDENT RATIO: 1:12

TPFN: DINFOS-BMC 003-003-

TITLE: US Marine Corps

TPFN TYPE AND HOURS: 4 L/4 PE

TPFN TOTAL HOURS: 8

PREREQUISITE TPFN: None

TASK(S):

Write performance evaluations

002 Write award/decoration nominations

003 Review current Marine broadcasting trends

004 Discuss Marine budget procedures

SUMMARY OF INSTRUCTION: Senior Enlisted Advisors review procedures and regulations for writing performance evaluations as required by the assigned service. The student is acquainted with activities and current issues facing their specific broadcast service relating to budgets, supply, and equipment management. With a service representative, the student reviews and discusses procedures and regulations for writing military/civilian decorations and awards, and considers current issues relating to the specific broadcast service. In a graded practical exercise, the student writes an award/decoration nomination using information from the class lecture and an assignment sheet, graded to a minimum performance criteria standard of 80 percent.

REFERENCES: 1. USMC Instruction 1620.7C and IRAM

INSTRUCTOR/STUDENT RATIO: 1:12

TPFN: DINFOS-BMC 004-002-

TITLE: US Navy

TPFN TYPE AND HOURS: 4 L/4 PE

TPFN TOTAL HOURS: 8

PREREQUISITE TPFN: None

TASK(S):

001 Write performance evaluations

002 Write award/decoration nominations

003 Review current Navy broadcasting trends

004 Discuss Navy budget procedures

SUMMARY OF INSTRUCTION: Senior Enlisted Advisors review procedures and regulations for writing performance evaluations as required by the assigned service. The student is acquainted with activities and current issues facing their specific broadcast service relating to budgets, supply, and equipment management. With a service representative, the student reviews and discusses procedures and regulations for writing military/civilian decorations and awards, and considers current issues relating to the specific broadcast service. In a graded practical exercise, the student writes an award/decoration nomination using information from the class lecture and an assignment sheet, graded to a minimum performance criteria standard of 80 percent.

REFERENCES: 1. Bureau of Personnel Instruction 1610.10

INSTRUCTOR/STUDENT RATIO: 2:12

FUNCTIONAL AREA 4 COURSE ADMINISTRATION

TPFN: DINFOS-BMC 004-001-

TITLE: Course Opening

TPFN TYPE AND HOURS: 3 L

TPFN TOTAL HOURS: 3

PREREQUISITE TPFN: None

TASK(S):

001 In-processing

002 Welcoming presentation

SUMMARY OF INSTRUCTION: Student participates in in-processing activities conducted by the Registrar's office, and receives a formal welcoming presentation from a member of the command group representing the School Commandant.

REFERENCES: 1. DINFOS Policies & Procedures Manual

INSTRUCTOR/STUDENT RATIO: 1:12

FUNCTIONAL AREA 4 COURSE ADMINISTRATION

TPFN: DINFOS-BMC 004-002

TITLE: Course Closing

TPFN TYPE AND HOURS: 6 L

TPFN TOTAL HOURS: 6

PREREQUISITE TPFN: None

TASK(S):

001 Provide end-of-course critique

002 Graduation003 Out-processing

SUMMARY OF INSTRUCTION: Student participates in out-processing activities and completes a written end-of-course critique and participates in out-processing/graduation functions.

REFERENCES: 1. DINFOS Policies & Procedures Manual

INSTRUCTOR/STUDENT RATIO: 1:12